

Post Details		Last Updated: 21/07/2025	
Faculty/Administrative/Service Department	Faculty of Arts, Business and Social Sciences		
Job Title	Director of Faculty Operations		
Job Family	Professional Services	Job Level	7
Responsible to	PVC Executive Dean (FABSS), dotted line to Chief Operating Officer		
Responsible for (Staff)	Direct line management of senior operational managers, team leaders, health and safety advisor, Lakeside manager, Executive Assistant and other roles as appropriate		
<u>Job Purpose Statement</u> The Director is a member of the Faculty's Executive Board, responsible for the effective management of all non-academic activities, strategic and operational. The Director plays a key role in supporting the Executive Dean in developing and implementing the overall strategy for the Faculty and is responsible for overseeing financial planning to ensure the optimisation of resources and the long term sustainability of the Faculty.  The Director will support the Executive Dean in building and leading the Faculty, developing and implementing policies and procedures in line with strategic objectives. They will promote effective communication and directorates both internally and externally, taking account of Faculty and Professional Services Departments requirements.  The Director will lead, oversee and support on key strategic and transformational projects within and beyond the Faculty, including appropriate financial oversight and management and advising on project scope, goals and deliverables against the Faculty strategic plans.  The Director will lead and manage the provision of operational services throughout the Faculty to underpin outstanding teaching, the student experience and world-class research and will work closely with the various Professional Service Directorates as part of the senior Operations Leadership Group in ensuring alignment of activity and operational/ strategic objectives.			
<u>Key Responsibilities</u>			
<div>1. To work with the Executive Dean to develop and implement the strategic plans for the Faculty and its constituent parts; lead and manage the strategic planning process of the Faculty in accordance with procedures and timescales agreed with the University; Ensuring that the activities of the Faculty remain under strategic review in light of internal and external drivers; represent the Faculty at University level to ensure the strategic needs of the Faculty are recognised and considered, deputising for the Executive Dean as appropriate;</div> <div>2. Working with the Executive Dean and Faculty EB members, take a lead role in driving change and ensuring that the Faculty makes effective responses to the rapidly changing policy, funding, market and technological environments; managing all aspects of the implementation of major change initiatives; lead and manage, as required, key transformational projects on behalf of the Faculty and beyond; ensure operational efficiency in the way Faculty activities are conducted.</div> <div>3. Membership of and contribution to Executive Board capital committees to ensure processes related to capital planning and expenditure are reviewed and adhered to, to enable growth, sustainability and value for money in line with the University's strategic priorities. Work with the University to ensure continuous improvement of processes, policy and practice to facilitate the strategic goals of the Faculty and University in light of an evolving and changing internal and external environment; Work with the various University Directorates and with other Faculties to align activity and foster synergies for the benefit of the University;</div> <div>4. On behalf of the Executive Dean take overall responsibility for the management of the Faculty's budgets and resources, ensuring that resources are optimised and financial planning and budgetary control are efficiently and effectively carried out, that the systems to support financial management are fit for purpose, and ensure that Faculty decisions are consistent with agreed budget targets and constraints;</div> <div>5. Ensure that investment cases are financially robust and strategically aligned.</div>			

6. Provide overall leadership and responsibility for student recruitment planning, including numbers, fees and resource dependencies, evaluating the actual and potential impact on income, activities, programme portfolio and staffing levels;
7. Monitor, analyse and manage performance against KPIs and targets and contribute to the ongoing development of effective management tools, for the faculty and its constituent parts;
8. Oversee and support the implementation of the Faculty's Workload Allocation Model in line with University requirements, ensuring effective and efficient deployment of resource to support strategic priorities;
9. Lead and oversee professional services/operational support staff within the Faculty to ensure service delivery and development is aligned with Faculty and Professional Services Department's strategic ambitions; providing leadership, advice and mentoring to managers to develop and maintain an effective and resilient leadership team, with particular emphasis on the delivery of high quality services and succession planning;
10. Leadership and management of health and safety, risk management, business continuity and other compliance related accountabilities such as data protection, to ensure that the Faculty complies with all internal and external requirements, using agreed processes to ensure that adequate mitigation is in place;
11. Support the ongoing development of Institution-wide policies, processes and procedures, ensuring effective Faculty governance including chairing and membership of Committees, projects teams, senior operational groups and sponsoring and/or managing specific projects at local and Institutional level.
12. Ensure the Faculty's relationships with external stakeholders/partners/organisations are developed, maintained and managed effectively, and are compliant with legal and other requirements; be an ambassador for the Faculty and the University both nationally and internationally;
13. Lead and promote the building of strong informal and formal professional relationships with senior Faculty and University staff to contribute to the delivery of University strategic objectives and enable co-ordination of cross-Faculty interests.

N.B. The above list is not exhaustive.

All staff are expected to:

- Positively support equality of opportunity and equity of treatment to colleagues and students in accordance with the University of Surrey Equal Opportunities Policy.
- Work to achieve the aims of our Environmental Policy and promote awareness to colleagues and students.
- Follow University/departmental policies and working practices in ensuring that no breaches of information security result from their actions.
- Ensure they are aware of and abide by all relevant University Regulations and Policies relevant to the role.
- Undertake such other duties within the scope of the post as may be requested by your Manager.
- Work supportively with colleagues, operating in a collegiate manner at all times.

Help maintain a safe working environment by:

- Attending training in Health and Safety requirements as necessary, both on appointment and as changes in duties and techniques demand.
- Following local codes of safe working practices and the University of Surrey Health and Safety Policy.

### Elements of the Role

This section outlines some of the key elements of the role, which allow this role to be evaluated within the University's structure. It provides an overview of what is expected from the post holder in the day-to-day operation of the role.

#### Planning and Organising

- The Director will enjoy substantial freedom in developing methods for effectively creating and implementing strategic objectives and targets, operational systems and procedures, often working closely with the senior management team.
- The work associated with this role will involve coordinating complex and sometimes conflicting work streams, therefore a high degree of planning and organising will be essential to the successful delivery of objectives.
- The Director will be expected to determine long and short-term strategic priorities and will have latitude to decide the best course of action to be followed in the resolution of problems and issues, determined generally by referring to experience.

#### Problem Solving and Decision Making

- Working in conjunction with the Executive Dean and other members of senior management in the Faculty, the Director will be expected to make a significant contribution to the development of Faculty strategy and policies. The Director will enjoy substantial freedom in the implementation of strategic objectives, operational systems and procedures to effectively manage the activities of the Faculty.
- The Director will be expected to determine long and short term priorities and will have latitude to decide the best course of action to be followed in the resolution of problems and issues, determined generally from procedural guidelines and from experience.

- The Director will encounter situations with some intangible or unstructured aspects and will be expected to use speculative judgement to resolve problems and issues. They will give direction on how problems should be solved, establishing the plan, determining the priorities and prescribing the process in order to achieve resolution and objectives.

#### Continuous Improvement

- The Director is expected to have a substantial impact within the Faculty, supporting the Executive Dean and working with Associate Deans and Heads of Schools in meeting the strategic objectives and by developing creative enabling solutions to issues.
- It is essential that the Director is able to propose novel solutions and generate strategic ideas that will further improve the performance of the Faculty.
- There will be a requirement for the Director to ensure ongoing review of procedures and processes across multiple functions within the faculty including planning, forecasting, financial controls and working with direct and dotted line reports to establish effective and efficient operational systems.
- The Director is expected to work with colleagues in other faculties to share best practice and, as a self-managed team, seek standard and consistent approaches to issues wherever possible.

#### Accountability

- The scope of activity associated with this role impacts directly on the Faculty and also through this on the institution. This is particularly relevant in regard to the planning process, student numbers, capital expenditure and value for money, recruitment and admissions, NSS ratings, budgetary controls/responsibility/accountability, research income, key strategic objectives.
- The post holder will have substantial impact on the students of the Faculty enhancing the student experience, and will, through the Faculty strategy, impact on the University, its direction and objectives.
- They will lead and direct operational managers and oversee all support staff based within the Faculty and will have overall responsibility/contribution for the development, motivation, performance review and reward of all Faculty staff.

#### Dimensions of the role

- The Director will be expected to represent the Faculty at Institutional level to ensure that the strategic needs of the Faculty and relevant Professional Services Directorates are recognised and considered. The Director will, when required, deputise for the Executive Dean.
- The post holder will be required to lead and contribute to institutional level committees/working groups. The
- The Director will have a significant impact on the strategic and financial sustainability of the Faculty, in particular in relation the University Planning round and monitoring in year performance for and on behalf of the Executive Dean. The Director will also be expected to manage specific project budgets on an ad hoc basis.
- The Director will be responsible for the oversight of core contracts within the faculty - ensuring that they provide full value for money and do not expose the university to unnecessary risk.
- They will have direct line-management for senior operational managers within the Faculty and oversight of their respective teams. They will work closely and oversee the Faculty deliverables of the Business Finance Partner ,HR Business Partner, IT services, Faculty Student Services Manager and Marketing Manager- working in partnership with their Professional Service Director counterparts.
- The Director will work closely with the other Directors of Faculty Operations and with senior colleagues in Professional Services and Executive Board members.
- The Director reports to the Executive Dean of Faculty and will maintain a professional dotted line accountability to the COO.

#### Supplementary Information

- The Director has the authority and flexibility to manage all aspects of this diverse role including balancing the demands of strategic and operational management with delivering a programme of diverse projects to meet Faculty and University objectives working with a broad stakeholder base where there is often no direct line management responsibility.

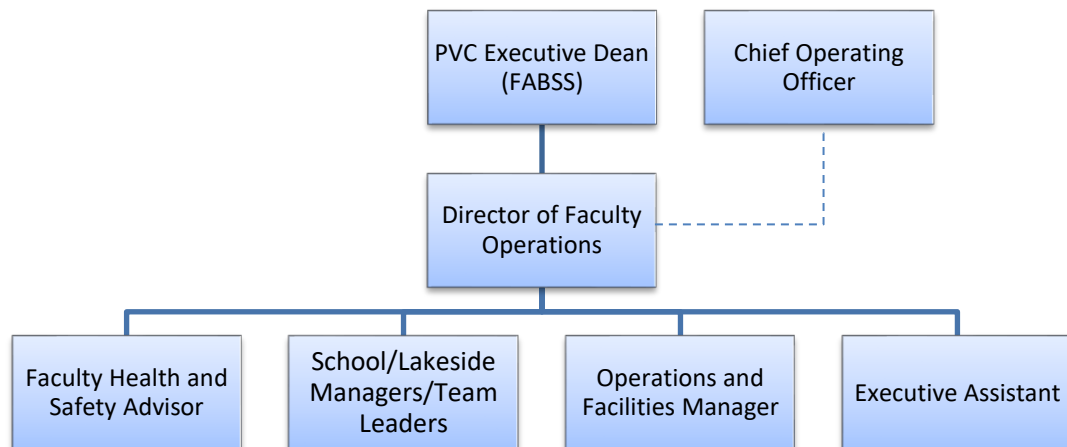
**Person Specification** This section describes the sum total of knowledge, experience & competence required by the post holder that is necessary for standard acceptable performance in carrying out this role.

Qualifications and Professional Memberships

Professionally qualified with a relevant degree/postgraduate qualification, with significant relevant experience.		E
OR		
Substantial vocational experience, demonstrating professional development through involvement in a series of progressively more demanding and influential work/roles, supported by evidence of significant development of appropriate specialist knowledge.		
Technical Competencies (Experience and Knowledge) This section contains the level of competency required to carry out the role (please refer to the Competency Framework for clarification where needed and the Job Matching Guidance).	Essential/ Desirable	Level 1-3
Significant senior management leadership experience within a large, complex organisation. Experience of working in higher education is highly desirable.	E	3
Experience of leading and managing a multi-disciplinary team in providing a wide range of services	E	3
Excellent organisational management skills along with the ability to influence, manage and develop high performing teams and implement policy and procedure effectively at all levels	E	3
An innovative approach to operational management and the ability to make decisions with little precedent	E	3
Analytical and decisive decision maker with the ability to prioritise and communicate to staff key objectives in order to achieve organisational goals	E	3
Substantial experience and proven success in a strategically important broad function or specialist area	E	3
A sound understanding of the principles of financial management in a devolved context	E	3
Experience of strategic planning	E	3
Experience leading, managing and delivering change	E	3
Demonstrable people management skills	E	3
Special Requirements:		Essential/ Desirable
The postholder must be willing and able to work flexibility in order to deliver the tasks outlined above to varying timescales. This will include working outside of regular office hours on occasion. Some international travel may be required.		
Core Competencies This section contains the level of competency required to carry out this role.		Level 1-3
Communication		3
Adaptability / Flexibility		3
Customer/Client service and support		3
Planning and Organising		3
Continuous Improvement		3
Problem Solving and Decision Making Skills		3
Managing and Developing Performance		3
Creative and Analytical Thinking		3
Influencing, Persuasion and Negotiation Skills		3
Strategic Thinking & Leadership		3
This Job Purpose reflects the core activities of the post. As the Department/Faculty and the post holder develop, there will inevitably be some changes to the duties for which the post is responsible, and possibly to the emphasis of the post itself. The University expects that the post holder will recognise this and will adopt a flexible approach to work. This could include undertaking relevant training where necessary. Should significant changes to the Job Purpose become necessary, the post holder will be consulted and the changes reflected in a revised Job Purpose.		

## Organisational/Departmental Information & Key Relationships

### Department Structure Chart



### Relationships

#### Internal

- The Director will work directly with the Executive Dean and Faculty Executive Board to develop and deliver the Faculty and School strategies and will direct operations within the Faculty.
- The Director will also work collaboratively with the Business Finance Partner and HRBP to ensure the achievement of objectives.
- The post holder will work closely with the Operations Managers to ensure compliant/effective technical and operational support across the faculty.
- Close liaison with the University's Executive Board and senior colleagues in Professional Services Departments and Faculties is also to be expected, to ensure continuous improvement of policy and practice to facilitate the strategic goals of the Faculty in light of an evolving and changing internal and external environment, working collaboratively to foster synergies for the benefit of the University.

#### External

- The post holder will need to build relationships with both established and new University partners, with a view to networking and negotiating mutually beneficial initiatives.